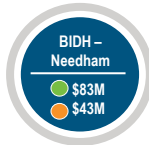
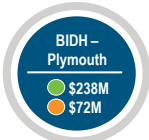
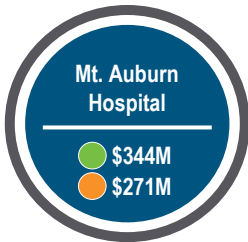
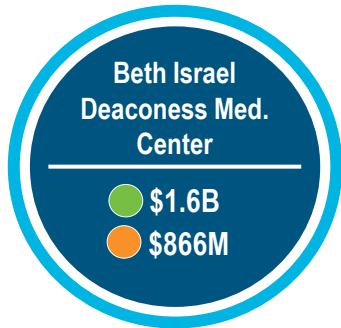


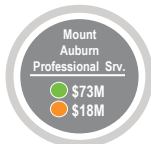
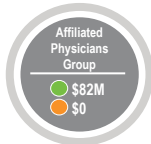
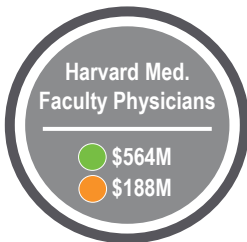
**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers

Not applicable

**OO** Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$226M)  \$0

**At a Glance**

CareGroup, Inc. is a corporate entity that controls several regional teaching and community hospitals and physician groups.

**6**  
Acute Hospitals

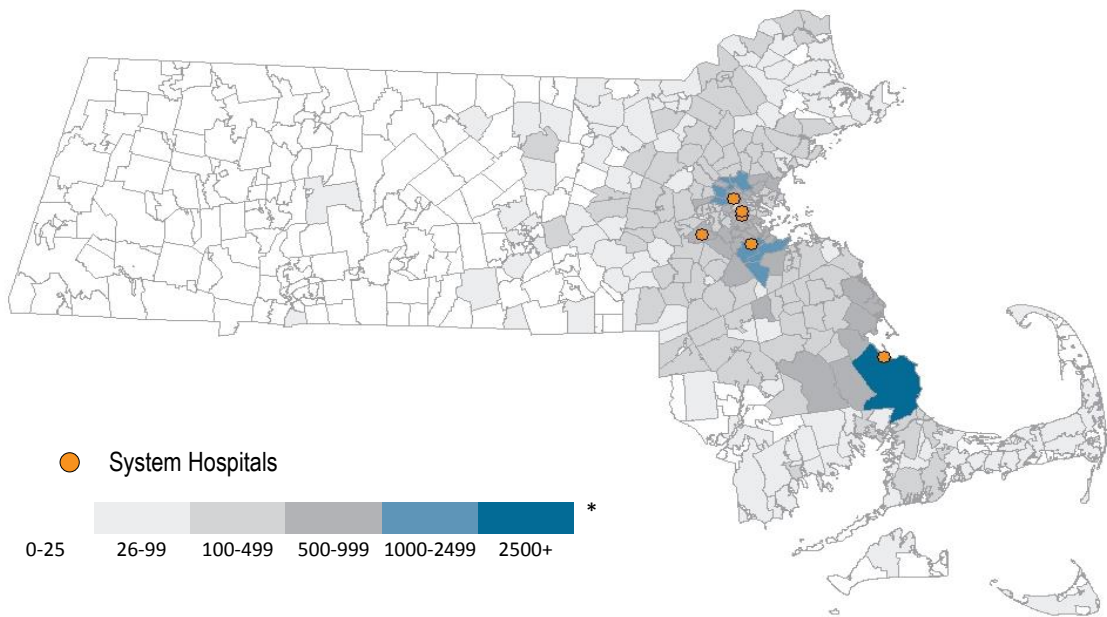
**14K**  
Employees  
(Approximately)

**\$44M**  
Total Profit/Loss

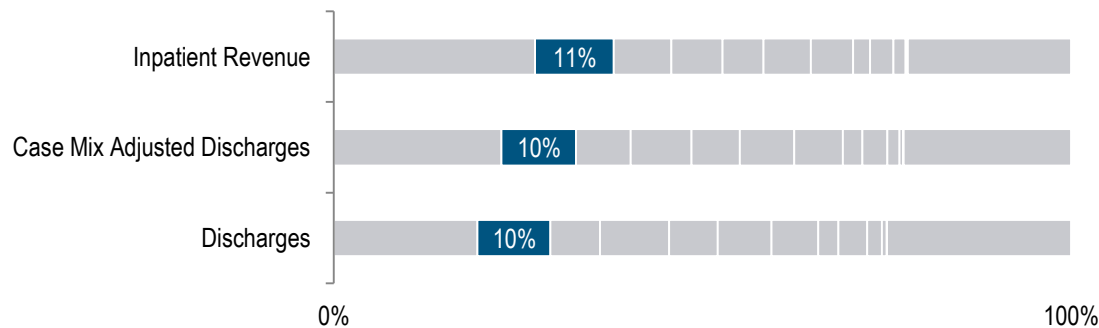
**1.4%**  
Total Margin

**\$214.5M**  
Annual Research  
Revenue

**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	Beth Israel Deaconess Hospital - Milton	\$5.4	5.1%
AH	Beth Israel Deaconess Hospital - Needham	(0.5)	-0.7%
AH	Beth Israel Deaconess Hospital - Plymouth	\$3.6	1.5%
AH	Beth Israel Deaconess Medical Center	\$49.8	3.1%
AH	Mt. Auburn Hospital	\$23.7	6.7%
AH	NE Baptist Hospital	\$6.2	2.6%
PO	Affiliated Physicians Group	(\$25.8)	-31.5%
PO	Harvard Medical Faculty Physicians	\$12.4	2.2%
PO	Jordan Physician Associates	(\$7.6)	-42.6%
PO	Mount Auburn Professional Serv.	-\$20.0)	-27.4%
PO	N.E. Baptist Medical Assoc.	-\$3.6)	-29.0%

\*Origin(s) of patients served by system hospitals